



FOURTH EDITION

EARNED VALUE

Project Management

QUENTIN W. FLEMING
and JOEL M. KOPPELMAN

CONTENTS

<i>List of Figures</i>	<i>v</i>
<i>Introduction</i>	<i>vii</i>
Chapter 1 If Earned Value is so hot . . . why isn't it used on all projects?	<i>1</i>
Chapter 2 Earned Value Project Management: An Introduction	<i>5</i>
Chapter 3 Earned Value Project Management: An Overview	<i>15</i>
Chapter 4 The Genesis and Evolution of Earned Value	<i>27</i>
Chapter 5 The Earned Value Body of Knowledge	<i>35</i>
Chapter 6 Scope the Project	<i>47</i>
Chapter 7 Plan & Schedule the Project	<i>63</i>
Chapter 8 Estimate the Resources and Authorize Budgets to Form Control Account Plans (CAPs)	<i>75</i>
Chapter 9 Establish the Earned Value Project Baseline	<i>85</i>
Chapter 10 Employ Earned Value Measurement on Project Procurements . . .	<i>109</i>
Chapter 11 Monitor Performance Against the Earned Value Baseline	<i>125</i>
Chapter 12 Forecasting the Final Cost and Schedule Results	<i>137</i>
Chapter 13 Using Earned Value Metrics to Manage A Portfolio of Projects . .	<i>151</i>
Chapter 14 Implement "Simple" Earned Value on All Projects	<i>159</i>
Chapter 15 Fulfill Your Fiduciary Duty and Comply with Sarbanes-Oxley . . .	<i>169</i>
Appendix The (32) Earned Value Management (EVM) System Criteria . . .	<i>177</i>
<i>Glossary of Earned Value Project Management Terms</i>	<i>205</i>
<i>Subject Index</i>	<i>229</i>